

Actionable Measurement Guide Cover Letter

We are happy to share with grantees and partners the document *A Guide to Actionable Measurement*. The guide grew out of a year-long cross foundation effort to develop common principles, approaches, and taxonomies to guide our results measurement in all three of our program areas: Global Development, Global Health, and the US Program.

While we hope this document provides a window into the foundation's intentions and practices, we do not want existing or potential grantees to misconstrue its contents as a how-to guide. *A Guide to Actionable Measurement* is an internal document, framed around the organization of the foundation's strategies and designed to help staff decide how to allocate their time and resources to use data effectively. We are sharing it in the spirit of transparency, so others may have a window into our approach. We invite and welcome your comments, questions, and ideas.

Our philosophy and approach emphasize measurement done for a specific purpose or action. We recognize the most elegant evaluation is only meaningful if its findings are used to inform decisions and strengthen our work to improve people's lives.

Our approach is driven by three basic principles: 1) Measurement should be designed with a purpose in mind — to inform decisions and/or actions; 2) We do not measure everything but strive to measure what matters most; 3) Because the foundation's work is organized by strategies, the data we gather help us learn and adapt our initiatives and approaches.

The guide includes a results matrix, definitions of terms in our results hierarchy, and a set of measurement guidelines intended to shape internal decisions about depth, breadth, and rigor of measurement across grants and within strategies. The guide also highlights the good practices we aspire to follow to be good stewards and not increase the reporting burden faced by our grantees or distract from their work.

Thank you for your interest in our work and sharing any comments you have.

Sincerely yours,

Fay Twersky
Jodi Nelson
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A Guide to Actionable Measurement

BILL & MELINDA
GATES *foundation*

Actionable Measurement: An Overview

Guided by the belief that every life has equal value, the Bill & Melinda Gates Foundation works to help all people lead healthy, productive lives. In developing countries, it focuses on improving people’s health and giving them the chance to lift themselves out of hunger and extreme poverty. In the United States, it seeks to ensure that all people—especially those with the fewest resources—have access to the opportunities they need to succeed in school and life. Based in Seattle, Washington, the foundation is led by CEO Jeff Raikes and Co-chair William H. Gates Sr., under the direction of Bill and Melinda Gates and Warren Buffett.

www.gatesfoundation.org

This document provides a basis for a common understanding of results measurement at the foundation. We use the term ‘measurement’ to refer to indicator monitoring, evaluation, as well as long-term impact tracking. We currently have the opportunity to improve the use and quality of all these activities.

This guide is intended to inform teams’ choices about measurement within their strategies; here you will find:

1. an overview of why we measure
2. a framework for thinking about Actionable Measurement
3. guidelines for how to apply Actionable Measurement to our work
4. examples of how the framework may be used by programs

Why is Actionable Measurement Important to Our Work?

We define actionable measurement as, “measurement that has the potential to be acted upon, or is designed with action in mind.”

We measure the results of our work to improve what we do and, ultimately, to improve more people’s lives. The following diagram illustrates the three key purposes that drive and guide our measurement efforts.

Exhibit 1: Actionable Measurement Fuels Improvement of Our Work



How We Use Measurement

The collection, analysis, and synthesis of data and experience are critical first steps toward informed action and decision making. But these alone are not sufficient for action. Organizational process also needs to allow time for teams to reflect and develop insight, as well as to support a willingness and ability to change and adapt. Together, these elements provide the basis for Actionable Measurement, leading to informed decisions and actions. This document outlines a common approach to the first element: measuring results.

Exhibit 2: Three Elements for Actionable Measurement

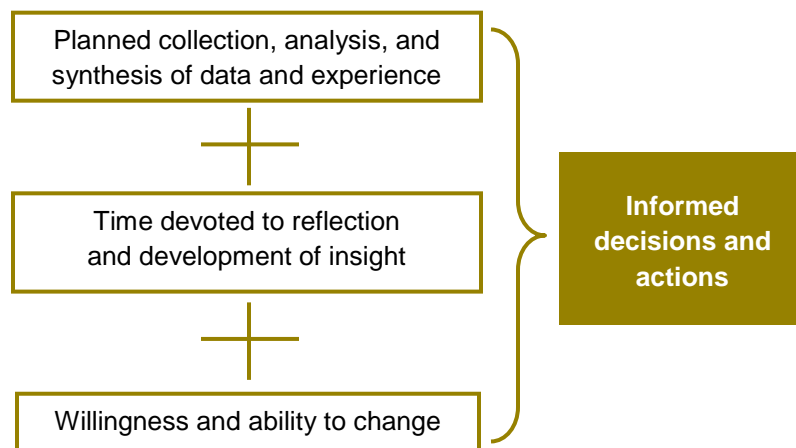


Exhibit 3: What is Actionable Measurement?

Applying actionable measurement means that teams:

1. Consider measurement needs during strategy development and review

Identify assumptions that should be tested and information gaps that can be filled with measurement from the beginning of strategy development and at critical stages such as strategy review.

2. Prioritize intended audiences

There are many potential audiences for results measurement, including foundation leadership and teams, grantees and ultimate beneficiaries, donors, national and international policymakers, and practitioners. It is important to identify and prioritize the intended audience(s) and their need for data.

3. Do not privilege a particular evaluation design or method

Technical decisions about evaluation design and data collection methods are driven by purpose and weighed against the feasibility of different approaches.

4. Focus on a limited set of clearly articulated questions

We cannot and should not measure everything. Organizing results measurement around decision points and a set of clearly articulated questions helps ensure we have the information we need, when we need it.

5. Align results across strategy, initiatives, and grants

Measurement can help us to confirm and adjust the alignment between our work, including the grants we make, and the objectives laid out in our initiatives and strategies.

6. Obtain information needed to inform decisions in a timely way

In planning results measurement, we pay particular attention to the specific information needed to make decisions and to when that information needs to be available.

7. Allow time for reflection and the development of insight

Data and information alone do not tell us what to do. Making properly informed decisions entails building in time to interpret and reflect upon the products of results measurement, and then applying the insight gained.

A Framework and Guidelines for Actionable Results Measurement

Below is a framework for Actionable Measurement. The framework takes the form of a matrix based on two hierarchies: one of strategy (as defined in the foundation *Strategy Review Guidelines*) and one of results (as defined in the foundation *Glossary of Measurement Terms and Definitions*). Three areas are highlighted within the matrix; at the strategy, initiative, and grant levels. Each area has a corresponding set of guidelines laid out in the text below. Cells not shaded represent areas in which measurement is not likely to be actionable within the foundation.

We draw attention to the middle area of the matrix — the initiative and sub-initiative levels — where we concentrate measurement planning efforts. To date, the foundation has underinvested in measuring initiative-level results and needs to do more because:

- we strategically set objectives and organize our work within initiatives;
- this is a sweet-spot for evaluation: we can understand what works best and why by evaluating investments aligned within our initiatives; and,
- we can aggregate grant-level results within initiatives that give us a better view of progress than what we can see grant by grant.

Exhibit 4: The Actionable Measurement Matrix

	Inputs	Activities	Outputs	Outcomes	Impacts
Strategy				Measure changes in populations and systems	
Initiative	Measure progress toward targets, test assumptions, identify what works, how, and why				
Sub-Initiative					
Grant	Track implementation and progress toward targets				
Sub-Grant					

Exhibit 5: The Strategy Hierarchy — Strategy to Grant***Program***

One of the primary organizational units of the foundation responsible for developing and managing grants, contracts, and other activities related to achieving impact (e.g., Global Development [GD], Global Health [GH], and the United States Program [USP]).

Strategy

A plan for achieving a goal in a specific area of focus approved by the co-chairs. The term is also used to refer to that specific area of focus. Strategy teams develop and implement their assigned strategies (e.g., Agricultural Development in GD, College Ready in USP, and HIV in GH).

Initiative

A key area of action within a strategy (e.g., College Ready Work in College Ready, Farmer Productivity in Agricultural Development, and HIV Vaccines in HIV).

Sub-Initiative

A component of an initiative that might include major grants, contracts, convenings, knowledge-sharing, or other activities related to achieving impact (e.g., Extension in Farmer Productivity, Literacy in College Ready Work, and Pre-Clinical in HIV Vaccines).

Grant

A sum of money used to fund a specific project or purpose. The foundation funds work that meets specific grantmaking priorities and supports the foundation's guiding principles. In keeping with its charter, the foundation does not provide funding to individuals.

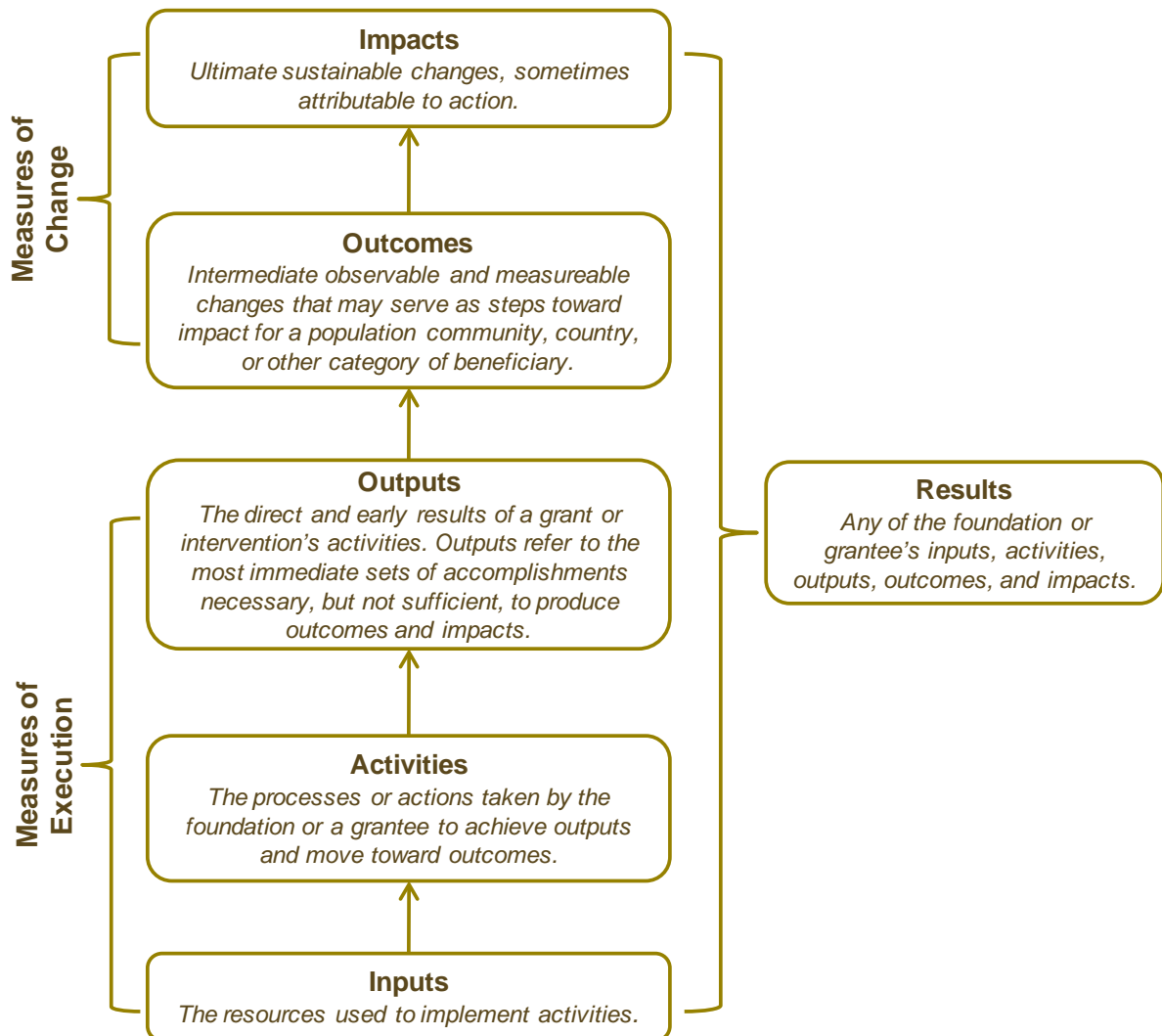
Sub-Grant

A grant funded through an intermediary organization (the foundation's grantee).

Portfolio

A cohesive or thematically-linked bundle of grants, contracts, or other strategic work within or across strategies, initiatives, or sub-initiatives.

Exhibit 6: The Results Hierarchy — Inputs to Impacts



Strategy-level Guidelines

	Inputs	Activities	Outputs	Outcomes	Impacts
Strategy				Measure changes in populations and systems	
Initiative					
Sub-Initiative					
Grant					
Sub-Grant					

Illustrative Actions:

- revise theory of change
- modify strategic aims
- set new impact targets

The top shaded area in the matrix represents the results that come about through the long-term and sustained efforts of the organizations, governments, donors, and communities as laid out in our theories of change. There are four related guidelines for measurement at this level. Each guideline is accompanied by an example to put them in the context of our work.

1. Measure outcomes more frequently than impact

Strategy-level impact is typically a very long-term goal. To make sure information is appropriately timed to inform strategy and collective efforts in the field, we measure outcomes more frequently than impact. Where a causal relationship has been demonstrated, outcomes can arguably be used as proxy for impact.

- e.g., Tracking national reports of vaccination coverage as they are updated allows the Vaccine Preventable Disease team to follow progress on important outcomes (vaccine coverage). National estimates of child mortality (our target for impact) are available less frequently but are useful to gauge progress toward targeted mortality reductions.

2. Measure for contribution, not attribution

Results achieved at the strategy level come about through the combined efforts of many different partners. As a result, we do not need to use measurement to attribute strategy-level results to our efforts alone. When we measure at the strategy level, we aim to understand whether joint efforts have resulted in positive changes for the populations we serve and how these have been achieved collectively.

- e.g., The Polio team will contribute to efforts to track progress toward global polio eradication without needing to account for how our specific investments are associated with impact.

3. Harmonize and collaborate

Measurement at the strategy level will involve joint data collection and analysis. We support the harmonization of indicators and collaboration across the different governments, organizations, and donors working toward the same end. Be careful: standardized indicators are notorious for being manipulated and misrepresenting true results.

- e.g., The USP Education teams work with a range of organizations to define key concepts such as “college ready” or “graduation rate,” to permit comparable tracking of indicators across different public and private actors.

4. Limit the tracking of inputs, activities, and outputs at the strategy level

We plan and carry out our work at the initiative level and below, so that is the level at which tracking execution makes sense, is a good use of resources, and is actionable.

- e.g., The Water, Sanitation, and Hygiene team might decide to track common activities and outputs of grants to inform initiative-level measurement, but not try to aggregate these up to form a composite strategy-level measure.

Initiative-level Guidelines

	Inputs	Activities	Outputs	Outcomes	Impacts
Strategy					
Initiative	Measure progress toward targets, test assumptions, identify what works, how, and why				
Sub-Initiative					
Grant					
Sub-Grant					

Illustrative Actions:

- prioritize new investments to demonstrate delivery of successfully developed products
- advocate for others to fund and carry on approaches demonstrated at scale
- focus investments based on what has worked, what has not, and what may be promising

The cells at the initiative and sub-initiative levels represent the results teams set out to accomplish directly with foundation activities and investments, as laid out in our theories of action¹. To do justice to the complexity and diversity of our initiatives, we have developed cross-cutting guidelines as well as guidelines that apply specifically to certain types of initiatives. Each is discussed in turn below with program-specific examples for reference. It is important to note these guidelines also apply to large, strategic grants that essentially function as initiatives (e.g., AGRA, GAVI, CGAP).

¹ These guidelines should also be considered applicable to a portfolio (defined as a cohesive or thematically-linked bundle of grants, contracts, or other strategic work which may be defined by shared intended outcome(s), a geographic focus, or other dimensions with common characteristics that are meaningful to a strategy).

Initiative-level Guidelines — All Initiatives

1. Draw on grantee reporting data to measure progress toward initiative-level targets

Grants are a means to both pursue and measure the progress of our initiatives. The intent of an initiative provides teams with direction to choose grant-level outputs and outcomes that can act as signals about whether we are making the progress we expect. We work with grantees to develop, and ask them to report on, a limited set of relevant common indicators we can aggregate to advance learning at the initiative level.

- e.g., The USP Empowering Effective Teachers initiative established a series of initiative-level benchmarks (such as four-year cohort graduation rates and percent of eligible teachers granted tenure annually) that can be incorporated into grantee reporting requirements.

2. Track strategic foundation inputs and activities along with our grantmaking

Tracking teams' activities not directly related to grantmaking is particularly important at the initiative level, where we often plan and hold convenings, publish commentary or make speeches, participate in meetings, or act in other ways intended to influence results.

- e.g., In order to influence policymakers and increase public visibility of international health and development issues, GH and GD Policy and Advocacy teams intend to track non-grant inputs and activities such as foundation voice (e.g., speeches, editorials, and media appearances by leadership), contracts, convenings, and program officers' efforts in managing public awareness campaigns. The teams are interested to learn which non-grant efforts are most effective in different contexts.

3. Use independent evaluation for greater certainty, third party credibility, particular skills, or improved efficiency

Independent evaluations are likely to be most warranted when we intend to use information to advocate to other donors, influence change in the community, or make a decision about whether to change direction or invest in a new approach.

- e.g., FSP contracted with an independent evaluator to investigate a cluster of similar grants to inform the team's decisions about the strategic direction of its micro-insurance portfolio.

4. Design measurement efforts to capture intended and unintended consequences

As we progress within our initiatives, we will directly and indirectly change the context of our work and need to be able to capture the changes that result; whether they are intended, unintended, positive, or negative. Evaluations that can capture these consequences require qualitative data collection and significant time spent in the field.

- e.g., GDPA may decide to investigate whether or not the foundation's efforts to increase European funding for AGRA unintentionally diverts donors from their investments in other important areas.

Initiative-level Guidelines — Specific to Initiative Type

Our initiatives are diverse. To be actionable, measurement needs to be tailored to each initiative and organized to inform teams' decisions about how best to accomplish our goals. The guidelines in this section refer to specific types of initiatives or sub-initiatives, including those that focus on basic research, product development, proof of concept, delivery or demonstration at scale, systems change, and advocacy. Not all initiatives fit into a single category, and there may be many types of investment within one initiative. The intention here is to provide guidance about the depth, breadth, and rigor of measurement within and across initiatives. Teams should consider the guidelines that are most relevant to their work and use the typology to help decide where to invest time, technical expertise, and financial resources.

Exhibit 7: Investment Types

Research

Experimental or theoretical work to gain more knowledge of a subject or phenomena to guide product development.

Product Development

Efforts to improve existing products, services and programs, or develop new products.

Model Development

Work to develop a product, model, innovative service or program in a specific setting.

Demonstration of Effectiveness

Work to establish that a product, model, service or program is viable and feasible in context.

Delivery at Scale

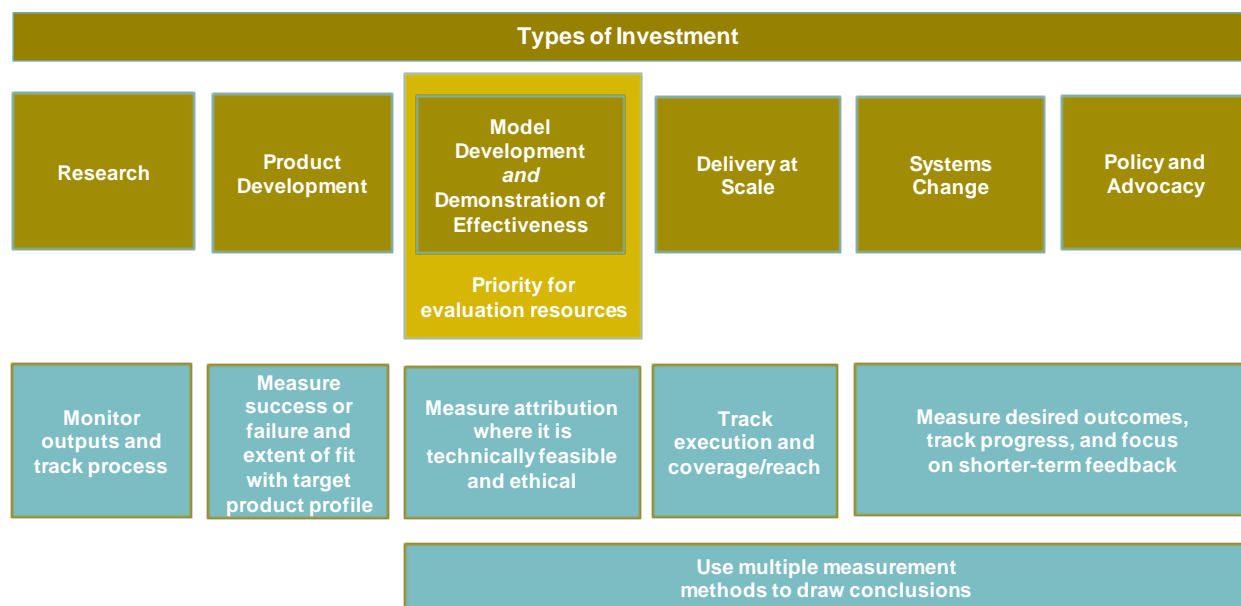
Wide-scale distribution of proven products, models, services or programs across defined populations.

Systems Change

Efforts to improve people's lives by targeting public or private structures, mechanisms, or incentives of organizations or networks in which they live.

Policy and Advocacy

Efforts to improve political will, public will, regulations, policies, and resource allocation for the issues we espouse.

Exhibit 8: Initiative-level Measurement Guidelines Specific to Investment Type**5. Research: Monitor outputs and track process**

We use measurement to ask whether basic research is well designed and well executed but not to hold researchers accountable for specific findings. Outputs might include on-time completion of research milestones, dissemination, or investigator engagement with the research community. Where teams expect investments to spur interest in the topic and create the base for additional efforts more broadly in the field, analysis of outcomes related to emerging activity may be worthwhile.

- e.g., An initiative focused on discovering new applications for agricultural technology may ask grantees to report on research design and completed experiments, measure the quality of investigator engagement or laboratory management, and document the collaboration within the research community pre- and post-grant.

6. Product Development: Measure success, failure, and to what extent a product fits the specified target product profile

Understanding the extent to which products are developed according to an expected timeline and a specified target product profile can help both in the management of a given grant and also in identifying any patterns in meeting our expectations for products. Where product development partnerships are established, common indicators can facilitate aggregation of reporting results across partners and a common vision of success, readiness to go to the next level of production or delivery, or milestones that might suggest shifting course.

- e.g., Investments in the development of a new vaccine may be tracked using output indicators such as progress through clinical trials, and also include consideration of product profile features such as cost, need for refrigeration, available distribution channels, cultural acceptance, etc., to inform decisions about delivery.

7. Model Development or Demonstration of Effectiveness: Prioritize evaluation resources here to use developmental evaluation or measure attribution where it is technically appropriate, feasible, and ethical

We prioritize evaluation resources for these types of investments because they require more technical expertise, planning, and often greater financial resources than other forms of measurement. The process of developing a model should be accompanied by an approach that is developmental and can provide ongoing feedback to decision makers about what form the model should take. Demonstrating the effectiveness of a model, program, or service requires a greater degree of certainty and different type of evaluation. Here is where we evaluate for attribution: the ability to credit the results achieved to a specific intervention or investment. We do this only when it is technically appropriate, feasible, and ethical, and when increasing certainty about causation is necessary to guide our decisions. Both these approaches require significant technical expertise and resources.

- e.g., The USP College Ready team is working with an evaluator to assess whether improvement in New York City high school achievement is attributable to a given school model. This requires an evaluation design that includes randomization of students in model schools. It is also supplemented by qualitative data to help explain how and why certain changes do or do not come about in the different models.

8. Model Development; Demonstration of Effectiveness; Delivery at Scale; Systems Change; Policy and Advocacy: Use multiple measurement methods to draw conclusions

Change in human behavior, systems, and policies are complex undertakings; as is accurately measuring that change. No one method of data collection or analysis is perfect. Systematically using multiple methods to gather data and draw conclusions helps us to have a well-rounded understanding of how and to what extent change is happening, and to inform choices about next steps.

- e.g., Through its investments in care delivered by frontline workers, the MNH team hopes to achieve reductions in maternal and neonatal mortality. Evidence for this achievement will likely come from a diverse set of coordinated evaluation studies, as well as from other sources such as regularly scheduled household surveys or health information systems. Taken together, the evidence will build a plausible case for impact.

9. Delivery at Scale: Track execution, reach, fidelity of implementation, and capture innovation

We use the term “scale” often to describe an aspiration to expand the target population served by a pilot intervention to a larger geographic area or whole population. When initiatives seek delivery to deliver at scale, we measure to determine the degree to which targeted populations are reached, whether the proven model was implemented, and to document innovation and adaptation to context. It is not necessary to measure for attribution when the efficacy or effectiveness of the intervention has already been demonstrated. Where a causal relationship has already been established, outcomes can be considered proxies for impact.

- e.g., Within the Urban Reproductive Health Initiative, a longitudinal sample will be followed to track contraceptive use among women of reproductive age within targeted urban areas.

10. Systems Change and Policy and Advocacy: Measure desired outcomes, track execution, and focus on short-term feedback

Our efforts to affect long-term change in complex dynamic systems involve the collective action of many different players and a measurement approach that can capture the ways we influence the system along the way. Because systems are varied across contexts and in time, measurement should be used to enable flexible planning and ongoing learning.

Systematically tracking execution of progress toward outcomes in shorter time frames can be especially helpful to inform adjustment and adaptation; whether in the policy arena or on the ground in a community, country, or region. Usually measuring attribution is not feasible or worthwhile since so many players contribute to change; making attribution problematic, the expense is great, and the payoff is not particularly actionable.

- e.g., GD invested in AGRA to help trigger a green revolution in Africa. The Agricultural Development team may choose to measure progress by tracking key outcomes that reflect the behavior of the various actors (governments, farmers, agro-dealers, donors, etc.) that need to be influenced for sustainable success to be achieved.

Grant-level Guidelines

	Inputs	Activities	Outputs	Outcomes	Impacts
Strategy					
Initiative					
Sub-Initiative					
Grant	Track implementation and progress toward targets				
Sub-Grant					

Illustrative Actions:

- provide feedback to grantees to guide progress toward milestones
- make decisions about renewal requests
- inform decisions about grant proposals for similar work

The bottom cells in the matrix represent the results most useful to track grant implementation and achievements, primarily as measured and reported by grantees.

We hold our grantees accountable for implementing their work according to plan, meeting critical milestones, and reporting to the foundation on their challenges, successes, and learning. We also recognize that our own inputs — not only the funds we give, but also our interaction with grantees — shape the success or failure of our grants. We measure this set of results to hold ourselves accountable for doing what we set out to do and to inform how we do it.

There are five related guidelines at this level. Please note these guidelines may not apply to large grants that function as initiatives.

1. Align expected grant results with strategic intent

We make grants that are aligned with the strategic intent of our initiatives. We identify a clear set of results for our grants and make sure these are linked to the intended initiative-level results as the first step in measurement planning.

- e.g., Within the Urban Reproductive Health Initiative, the team developed a set of core indicators closely linked to initiative-level objectives, and provided those to grantees to guide their measurement planning and reporting.

2. Selectively track grantee inputs, activities, outputs, and outcomes at critical points through the life of a grant

To make sure information is appropriately timed for managing and adjusting grants, results measurement should happen at critical junctures throughout the life of the grant rather than solely at the grant’s end. Grantee progress reports are not an adequate substitute for independent evaluation, but they can be a useful tool for accountability and learning about the challenges and successes of implementation and achieving results.

- Global Libraries has developed a toolkit for their grantee-level measurement that seeks to collect grantee output and outcome data at critical times during the year.

3. Do not expect impact measurement from grantees

We expect grantees to plan for impact, but do not require all grantees to rigorously demonstrate long-term sustained changes resulting from their specific work. Impact measurement is expensive and more efficiently done across a set of aligned grants.

- e.g., In GH's Avahan Initiative, grantees are not expected to demonstrate impact on HIV in the communities where they work. Impact measurement is conceived at the initiative level.

4. Decide on what to measure with our grantees

We work with our grantees to decide what they will measure and report to us, recognizing our grantees have their own purposes for measurement, as do we. We seek to minimize grantee data collection and reporting burdens while ensuring the reports provided adequately support accountability and learning.

- e.g., The Pacific Northwest team works with its family homelessness grantees to determine what reporting the grantee is responsible for, in coordination with an external evaluator.

5. Measure the foundation's critical input as it shapes the grantee experience

The foundation inputs include the human, financial, and technical resources we employ in our work. In addition to measuring the results produced by our grantees, we selectively measure the quality and effect of our own inputs in support of the grants we make and the change we seek.

- e.g., Through the Grantee Perception Report, program staff can systematically understand and identify successes and challenges that grantees experience in working with the foundation.

Appendix A

Program Examples for Three Distinct Areas of Results Measurement

Global Development

	Inputs	Activities	Outputs	Outcomes	Impacts
Strategy				Agricultural Development might track indicators related to rural poverty and smallholder farmer incomes in its most strategic countries of interest.	
Initiative	Water/Sanitation might test the assumption that latrine-based sanitation is a cost-effective investment to improve health outcomes and measure its own progress toward identifying path-breaking technological advances for non-piped sanitation.				
Sub-Initiative					
Grant	Global Libraries uses grantee reports to track the number of public library service points providing public access computing, the number of workstations available per library, the number of physical visits to public libraries, and librarians trained.				
Sub-Grant					

Global Health

	Inputs	Activities	Outputs	Outcomes	Impacts
Strategy				MNH might track neonatal and maternal mortality regionally and for countries of interest.	
Initiative	Family Planning and Reproductive Health has funded an MLE grant to track progress in raising contraceptive prevalence and identify lessons learned about what works and why in urban slums within the Urban Reproductive Health Initiative, focusing in cities across four countries.				
Sub-Initiative					
Grant	Nutrition intends to track activities and outputs of an efficacy study of home-based therapeutic food (TF-SAM) proposed for India (e.g., ethical clearance, enrollment, and completion) and outcomes of advocacy efforts within the same grant (e.g., establishment of a national advocacy platform and acceptance of TF-SAM).				
Sub-Grant					

United States Program

	Inputs	Activities	Outputs	Outcomes	Impacts
Strategy				College Ready tracks the rate at which high school students graduate ready for college.	
Initiative	Post Secondary Institution Performance supports colleges to implement systemic practices to improve persistence and completion rates for low-income young adults. The team tracks adoption of these practices and the proportion of low-income young adults who persist and complete a post-secondary credential with labor market value.				
Sub-Initiative					
Grant	College Ready funds the development of formative assessment systems that will permit teachers to better assess whether students skills are aligned with the requirements of college success, and tracks the development and field testing of the materials.				

Appendix B

Good Practices in Measurement

Across all three highlighted areas of the matrix, purpose-driven results measurement is enhanced by observing a set of good practices. Many of these reflect common standards endorsed by the evaluation community and should be applied to all of our measurement activities. We aspire to follow these good practices as we carry out measurement on behalf of the foundation.

- 1. Frame expected results with clarity and logic**
We articulate expected results with precision and clarity, as well as plausibly and logically connect results to our theories of action.
- 2. Acknowledge our biases**
We recognize that our work is influenced by our own biases and assumptions. We strive to call these out and test them, as appropriate, in our results measurement.
- 3. Be pragmatic about using existing data sources**
We seek out and use secondary or alternative data sources where they exist, and when they can serve our needs.
- 4. Reduce reporting burdens on our grantees**
We reduce reporting burdens on grantees by aligning our information requests with those of other funders. We also rely on grantee reporting whenever possible.
- 5. Support feasibility**
We strongly believe that any measurement effort needs to be realistic, prudent, and frugal.
- 6. Promote methodological appropriateness**
The method used should be appropriate to the purpose and context. This applies to both evaluation design and the choice of data collection methods used in any measurement activity. The use of mixed methods often provides a way to capture important information that we cannot get with one method alone.
- 7. Assure propriety**
We work to assure that measurement is conducted ethically and with due regard for the welfare of those involved, as well as those potentially affected by the results.
- 8. Compare results to a baseline**
We recognize that change can only be assessed in comparison to a starting point and that having a baseline — whether qualitative or quantitative — is an essential first step in our measurement efforts.
- 9. Seek information on unintended consequences — positive and negative**
Good results measurement captures both expected and unexpected results. While we are purpose-driven in our results measurement, we recognize there are consequences of our work we cannot anticipate or predict but are important to understand and consider.
- 10. Reach out for and listen to dissenting voices**
We welcome challenges to our thinking and hope to improve our work by incorporating diverse opinions.
- 11. Share our results**
We communicate our findings openly and with transparency, and publish them in a timely manner.

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